

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, August 19, 2016 at the hour of 9:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

## **I. Attendance/Call to Order**

Chairman Richardson-Lowry called the meeting to order.

Present: Chairman Mary B. Richardson-Lowry and Directors Mary Driscoll, RN, MPH and Sidney A. Thomas, MSW (3)

Board Chairman M. Hill Hammock (ex-officio) and Directors Hon. Jerry Butler, Ada Mary Gugenheim and Emilie Junge

Absent: None (0)

Additional attendees and/or presenters were:

Lilianna Kalin – Labor/Employment Counsel  
Gladys Lopez – Chief of Human Resources  
Jeff McCutchan – Interim General Counsel  
Deborah Santana – Secretary to the Board

John Jay Shannon, MD – Chief Executive Officer  
Caryn Stancik – Executive Director of  
Communications

## **II. Public Speakers**

Chairman Richardson-Lowry asked the Secretary to call upon the registered public speakers.

The Secretary responded that there were none present.

## **III. Report from Chief of Human Resources** (Attachment #1)

Gladys Lopez, Chief of Human Resources, provided an overview of her report, included information on the following subjects:

- FY2016 Vacancies Filled
- CCHHS Hiring Waterfall and Snapshot (07/31/16)
- Comparison of Separations
- CCHHS FY2016 Turnover by New Hires
- FY2016 HR Goal – Improve / Reduce Average Time to Hire
- Goal: Obtain Substantial Compliance – FY2016 Timeline
- Human Resources Strategic Plan Focus – FY2017
  - Human Resources' Role/Support of the CCHHS Strategic Plan: Principles Impacted, Objectives, Highlighted Tactics and Measurements/Milestones

During the discussion of the subject of separations, it was noted that personal exit interviews are not conducted with individuals leaving CCHHS due to several factors, including those relating to volume and timing; Ms. Lopez noted that often, Human Resources is not notified at the point in time when the individual is leaving. She added that a link to an exit survey is provided to individuals who have left CCHHS; the response rate to the survey has been low, but she does have some survey results.

During the discussion of the information regarding achieving substantial compliance with the Employment Plan, Dr. John Jay Shannon, Chief Executive Officer, stated that the new Directors will be educated on the Employment Plan during their orientation; that education is a requirement for all Directors. Director Junge noted that orientation sessions for new Directors should include the subject of collective bargaining, and should review details including the number of unions and what the relationship is with the County, so people have a good understanding going into the bargaining period about the structure and how it works.

**III. Report from Chief of Human Resources (continued)**

Chairman Richardson-Lowry stated that, once the Board is past the budget period, at each meeting, the Committee is going to highlight one of the focus areas and hold a deeper-dive conversation in order to have a better understanding of the subject matter; there will also be other modifications around the margins as it relates to presentations, so the Committee will have an opportunity to have a more robust discussion of the information presented.

Following the presentation of her report, Ms. Lopez provided supplemental information on the CCHHS Hiring Waterfall and Snapshot relating to the breakdown of different positions that comprise the “Other” category (Attachment #2).

**IV. Action Items****A. Minutes of the Human Resources Committee Meeting of July 22, 2016**

Director Thomas, seconded by Director Driscoll, moved to accept the minutes of the meeting of the Human Resources Committee of July 22, 2016. THE MOTION CARRIED UNANIMOUSLY.

**B. Proposed Collective Bargaining Agreement-related matters (Attachment #3)**

- approval of:

i. Collective Bargaining Agreement for:

- Illinois Fraternal Order of Police Labor Council (FOP)  
representing Stroger Hospital Police Officers

ii. Interest Arbitration Award for:

- Illinois Fraternal Order of Police Labor Council (FOP)  
representing the Oak Forest Health Facility Police/Firefighter II

Action was taken on these items following the adjournment of the closed meeting.

**C. Any items listed under Sections IV and V****V. Closed Meeting Items****A. Proposed Collective Bargaining Agreement-related matters (see Item IV(B))****B. Report from Chief of Human Resources****C. Discussion of personnel matters****D. Update on labor negotiations****E. Discussion of litigation matters**

Director Thomas, seconded by Director Driscoll, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives,

**V. Closed Meeting Items (continued)**

or deliberations concerning salary schedules for one or more classes of employees,” and 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.”

On the motion to recess the open meeting and convene into a closed meeting, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Chairman Richardson-Lowry and Directors Driscoll and Thomas (3)

Nays: None (0)

Absent: None (0)

THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Chairman Richardson-Lowry declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

Director Thomas, seconded by Director Driscoll, moved to approve the proposed Collective Bargaining Agreement with the Illinois Fraternal Order of Police Labor Council (FOP) representing Stroger Hospital Police Officers and the Interest Arbitration Award for Illinois Fraternal Order of Police Labor Council (FOP) representing Oak Forest Health Facility Police/Firefighter II. THE MOTION CARRIED.

Director Junge abstained regarding the matter.

**VI. Adjourn**

As the agenda was exhausted, Chairman Richardson-Lowry declared that the meeting was ADJOURNED.

Respectfully submitted,  
Human Resources Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Mary B. Richardson-Lowry, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

Cook County Health and Hospitals System  
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ATTACHMENT #1

# **COOK COUNTY HEALTH & HOSPITALS SYSTEM**

## **Human Resource Committee**

**Gladys Lopez, Chief of Human Resources**

**August 19, 2016**

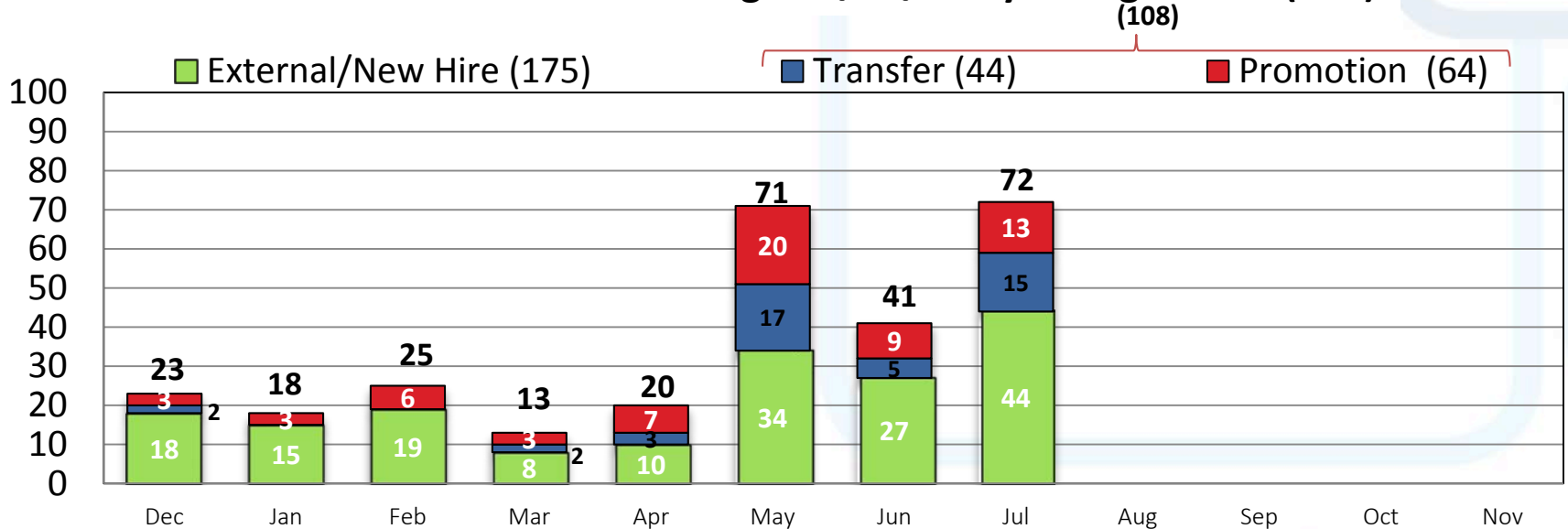


# FY16 Vacancies Filled

*Our goal is to maintain our total vacancies equal to or below 750.*

Description	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	TOTAL:	
Vacancy Number:	756	826	838	853	869	910	905	917						
Less Deleted Positions / PIDs:	0	0	0	0	0	0	0	0						
Add Separations:	88	27	34	25	51	29	39	31					323	
Less External Vacancies Filled:	18	15	19	8	10	34	27	44					175	
<b>TOTAL:</b>	<b>826</b>	<b>838</b>	<b>853</b>	<b>869</b>	<b>910</b>	<b>905</b>	<b>917</b>	<b>904</b>						<b>Net New - 148</b>

## FY16 Vacancies Filled through 07/31/16 by Hiring Source (283)

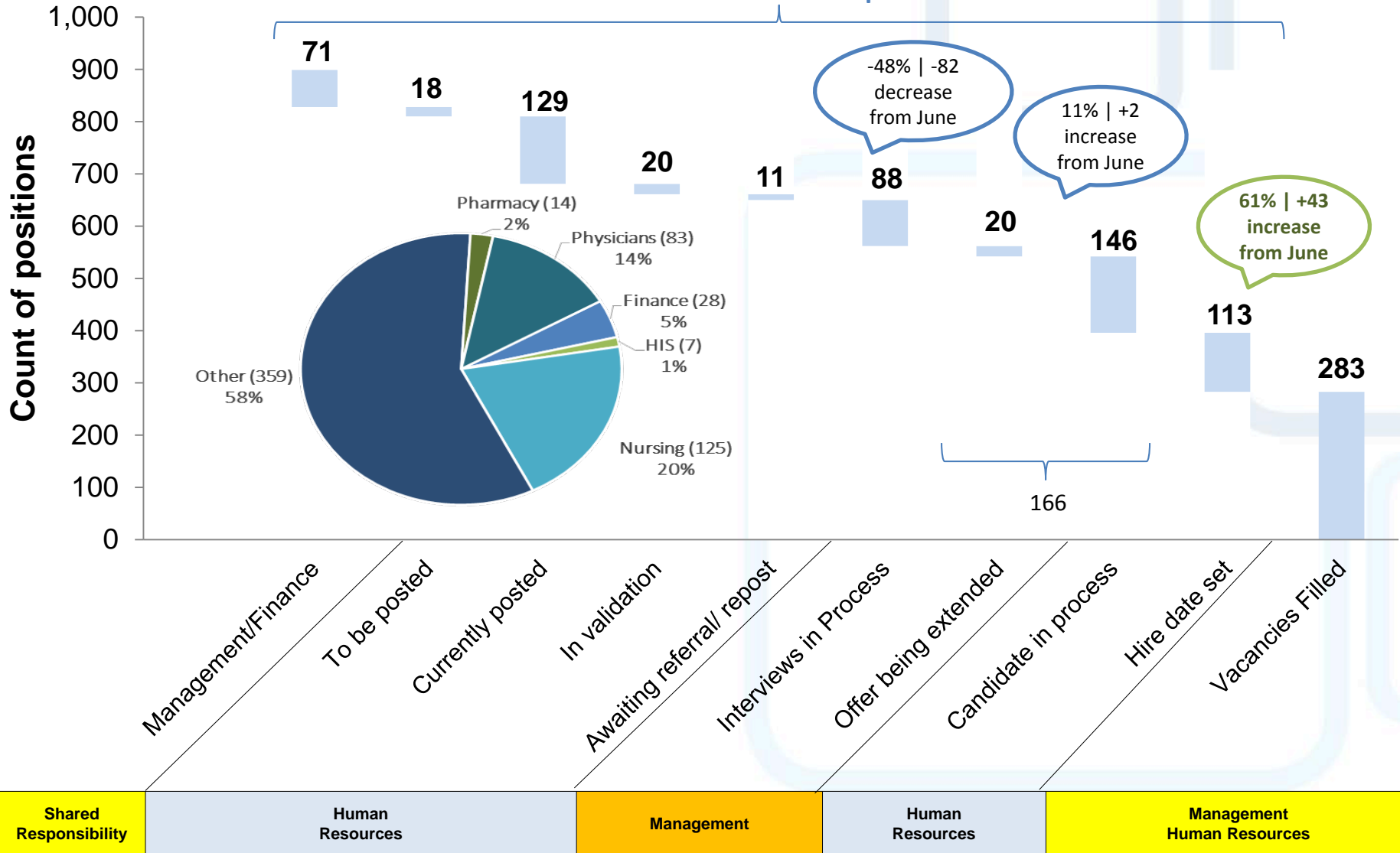


*This report does not represent vacancies filled by "displacements" or the annual processing of House Staff.*



# CCHHS Hiring Waterfall & Snapshot (07/31/16)

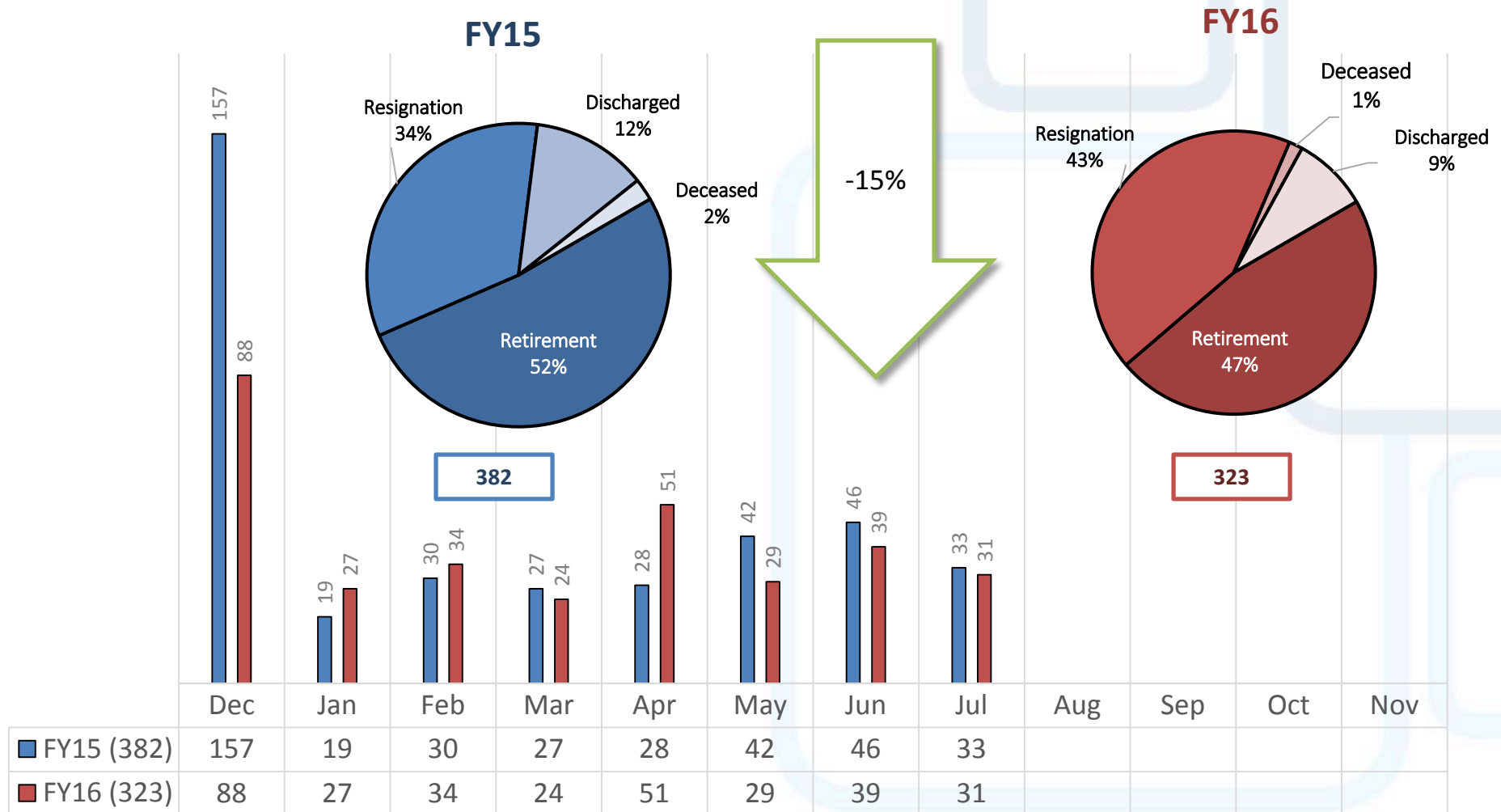
616 Positions in process



New Request to Hires received in the late 2<sup>nd</sup> Quarter through 3<sup>rd</sup> Quarter of FY16:  
 23-ACHN Clinic Managers, 91-Medical Assistants, 22-Medical Social Worker IIIs and 24  
 Psychiatric Social Workers



# Comparison of Separations



Comparison:

FY15 47.75 Average / Month

FY16 40.37 Average / Month

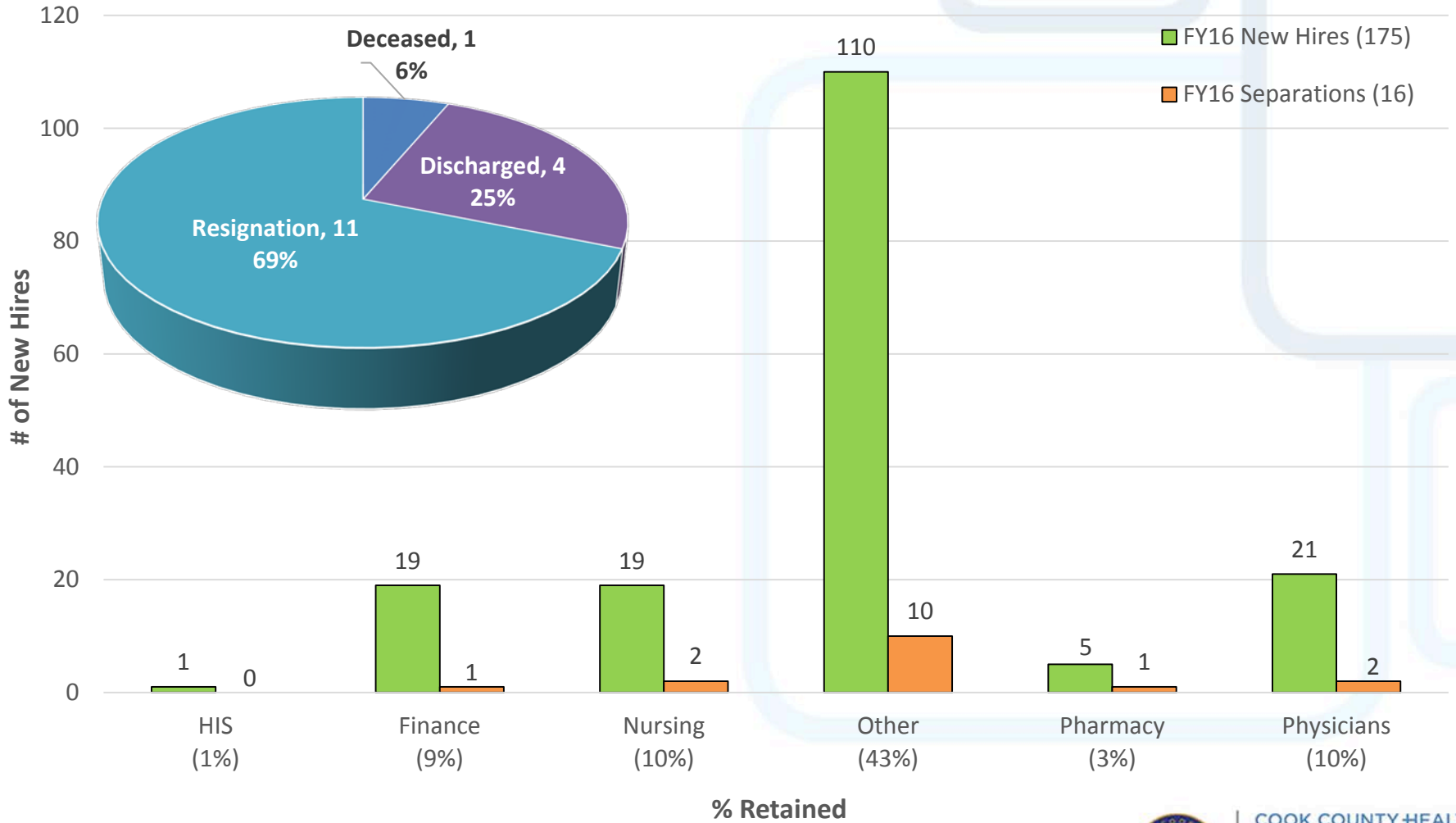




# CCHHS FY16 Turnover by New Hires

Retention Rate – 91%

Turnover of FY16 New Hires – 9%



Thru 07/31/15 New Hire Separations (32) & New Hires ( 511) = 94 % Retention Rate / 6 % Turnover

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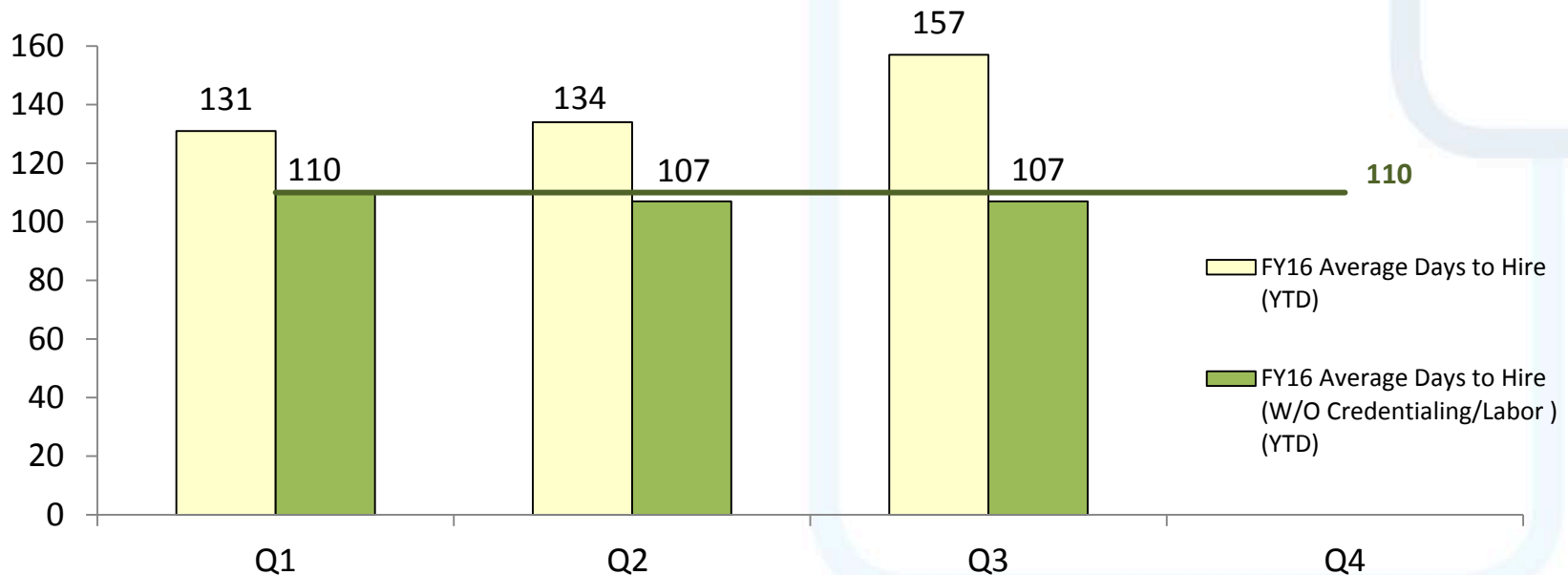


COOK COUNTY HEALTH  
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**CCHHS**

CCHHS Human Resource Committee | 08/19/16

# FY16 HR Goal: Improve/Reduce Average Time to Hire\*

FY16 Goals:	2014 Act	2015 Act	2016 Target	Dec Act	Jan Act	Feb Act	Mar Act	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sept Act	Oct Act	Nov Act	YTD Avg	YTD Var.
<sup>1</sup> Average Days to Hire (With Credentialed)	203	140	110	115	119	153	94	134	146	162	155					144**	31%
Average Days to Hire (Without Credentialed/Labor)	NA	NA	110	96	101	131	92	105	111	110	105					107	-2.7%



\*Data is through 07/31/16.

<sup>1</sup>Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.  
Fill time increase can be attributed to the filling of 1 Credentialed position this month.

\*\*The process to increase the funding above the first step of the Grade for a vacant position was negatively impacting our average time to hire and delaying the extension of Page 10 of 24

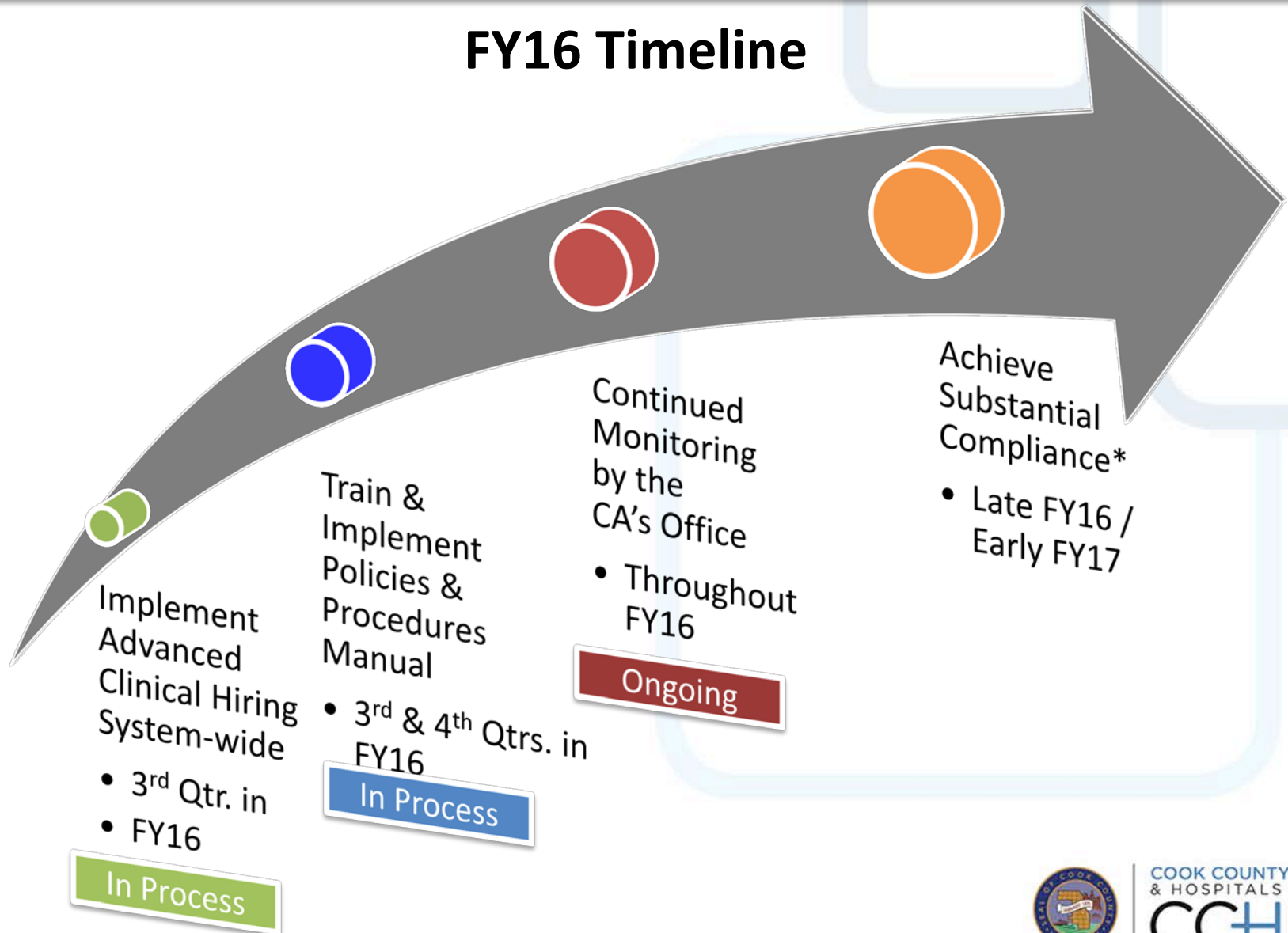


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**CCHHS**

CCHHS Human Resource Committee | 07/22/16

# Goal: Obtain Substantial Compliance

## FY16 Timeline



# Human Resources Strategic Plan Focus – FY17

## IMPACT 2020



**CCHHS STRATEGIC PLAN**  
2017-2019



# HR's Role / Support of the CCHHS Strategic Plan

## FOCUS AREA 1: Deliver High Quality Care

Principles Impacted	Objectives	Highlighted Tactics	Measurements/ Milestones
Develop Workforce	1.5 CCHHS will work to ensure that patients receive Culturally and Linguistically Appropriate Services (CLAS) through effective, understandable, and respectful care, provided in a manner compatible with cultural health beliefs and practices and preferred language.	CCHHS will work to hire more bilingual employees	2017: Assess current state and develop a strategy to recruit bilingual staff.



# HR's Role / Support of the CCHHS Strategic Plan

## FOCUS AREA 3: Foster Fiscal Stewardship

Principles Impacted	Objectives	Highlighted Tactics	Measurements/ Milestones
Finance & Value	3.3 Demonstrate fiscal responsibility with limited resources by controlling costs and maximizing efficiency.	<p>Streamline administrative processes (hiring supply chain, purple form badging).</p> <p>Leverage other information technology initiatives such as Countywide Enterprise Resource Planning (ERP) implementation.</p> <p>Utilize volume, unit costs and other data to routinely ensure staffing is in-line with appropriate industry standards.</p>	<p>2017: Reduced time to hire, procure, badging.</p> <p>2017: Implement ERP core finance, budget preparation;</p> <p>2018: Human Resources/Payroll and Supply Chain.</p>



# HR's Role / Support of the CCHHS Strategic Plan

## FOCUS AREA 4: Invest in Resources

Principles Impacted	Objectives	Highlighted Tactics	Measurements/ Milestones
Develop Workforce	4.1 Partner with labor to provide a health care experience that is convenient to patients.	Provide a health care experience that is patient-centered and convenient, including extended weekend and evening hours, patient support center, pre-registration, parking.	2017: Establish extended hours at all health centers.
	4.2 Recruit, hire and retain the best employees, who are committed to the CCHHS mission.	Conduct an Employee Engagement Survey.	2017: Develop action plan based on top-drivers upon completion of employee engagement survey and other employee feedback
		Measure workforce engagement using validated tool with benchmarks.	
		Promote employee feedback email address.	2017: Implement online annual performance evaluations.
		Perform annual performance evaluations.	



# HR's Role / Support of the CCHHS Strategic Plan

## FOCUS AREA 4: Invest in Resources continued

Principles Impacted	Objectives	Highlighted Tactics	Measurements/ Milestones
Develop Workforce		<p>Strengthen management and leadership training.</p> <p>Streamline hiring process.</p> <p>Implement aligned strategies regarding Graduate Medical Education to attract and retain superior clinical faculty.</p> <p>Enhance collaboration with labor management to further employee engagement.</p>	<p>2017: Reduce time to hire by 15% for non-credentialed positions.</p> <p>2017: Achieve substantial compliance on the employment plan.</p>





# HR's Role / Support of the CCHHS Strategic Plan

## FOCUS AREA 4: Invest in Resources continued

Principles Impacted	Objectives	Highlighted Tactics	Measurements/ Milestones
Health Equity Develop Workforce	4.3 Strengthen CCHHS Workforce.	Expanding diversity of recruiting advertising.	2017: Increase number and type of advertising outlets for recruitment.
		Conduct an analysis of organizational leadership needs.	2017: Conduct an analysis of bench strength by area to determine future areas of risk.
		Analyze span of control for managers.	2018-2019: Amend employment plan to allow for succession planning.
High Quality Care		Review of competency-based, "top of license" model of care across the System.	2017: Complete action plan on span of accountability.  2017-2019: Review job titles for "top of license" model of care and make recommendations on changes in care delivery roles in primary, specialty and diagnostic services



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ATTACHMENT #2

**CCHHS Hiring Waterfall Snapshot**  
**Other - 359 Positions in Process**

Job Title	Number of Positions
Administrative Assistant III	7
Ambulatory Clinic Manager	19
Attendant Patient Care	10
Building Service Leader	4
Building Service Worker	13
Cancer Genetic Counselor	1
Cancer Registrar	2
Care Coordinator - Disability	2
Care Coordinator - Elderly	3
Carpenter	2
Clerk V	1
Clinical Laboratory Automated Services Supervisor I	1
Clinical Laboratory Pre-Analytical Services (Phlebotomy) Supervisor I	1
Clinical Laboratory Transfusion Services Supervisor I	1
Clinical Laboratory Transfusion Services System Manager	1
Coder-Physician Based	2
Coder-System Based	10
Communications Manager	1
Compliance Analyst	2
Correctional Medical Tech IV	1
Correctional Medical Technician II	3
Director Of Environmental Services	1
Director of Epidemiology	1
Director of Organizational Development & Training	1
Director of Perioperative Services-CCHHS	1
Director of Quality Improvement	1
Electrician	1
Electrocardiogram Technician	5
Emergency Room Technician II	3
Epidemiologist IV	1
Epidemiologist Senior	1
Equal Employment Opportunity Specialist	1
Food Service Worker	4
Health Advocate	1
Health Information Coding Quality Mgr.	1
Health Plan Quality Improvement Analyst	1
Home/Community Based Waiver Services Manager	1
Human Resources Specialist	2
Information Coordinator	1
Interpreter	1
Inventory Control Technician	1
Labor & Employment Counsel	1
Lactation Consultant	1
Licensed Practical Nurse II	3

**CCHHS Hiring Waterfall Snapshot**  
**Other - 359 Positions in Process**

Job Title	Number of Positions
Manager Extended Care Services	1
Manager Of Quality & Risk - Managed Care	1
Manager, Inpatient Care Coordination	1
Medicaid Managed Care Operations Manager	1
Medical Assistant	90
Medical Laboratory Technician I	1
Medical Social Worker III	23
Medical Social Worker V	1
Medical Staff Services Liaison	1
Medical Technologist I	3
Medical Technologist II	2
Medical Technologist III	6
Mental Health Specialist III	10
MRI Technician	2
Newborn Screening Coordinator	1
Nutritionist I	1
Occupational Therapist I	4
Operating Engineer II	2
Ophthalmic Elec & VIs Tech	7
Ophthalmic Surgical Coordinator	1
PACS Administrator	1
Pathologist Extender II	1
Patient Access Trainer	1
Patient Transportation Coordinator	5
Payroll Coordinator	1
Performance Improvement Project Analyst	1
Physical Therapist II	8
Physical Therapy Assistant	2
Physician Assistant I	7
Plumber	1
Prior Authorization Manager	1
Program Manager	1
Psychiatric Social Worker	24
Psychologist-Stroger	1
Radiology Safety Officer	1
Respiratory Therapist	1
Sanitarian I	1
Sanitarian II	1
Sanitarian IV	1
Senior Contract Specialist	2
Senior Internal Auditor	2
Senior Project Manager	1
Special Procedures Technician	1
Speech Language Pathologist II	1

**CCHHS Hiring Waterfall Snapshot**  
**Other - 359 Positions in Process**

Job Title	Number of Positions
Storekeeper Leadman	1
Supervisor Of Diagnostic Radiology	1
System Manager Health Information Management, Record Management	1
Transportation Svcs Mgr.	1
Transporter	2
Trauma Program Coordinator	1
Ultrasound Technician	2
Ward Clerk	2
Grand Total	359

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ATTACHMENT #3

**August 19, 2016 CCHHS Human Resource Committee Meeting Agenda Item IV(B)**

**COMMUNICATION from Gladys Lopez, Chief of Human Resources,**

Transmitting herewith Collective Bargaining Agreement for your consideration and approval.

Submitting a Proposed Resolution sponsored by:

TONI PRECKWINKLE, President Cook County Board of Commissioners

Proposed Resolution Approving a Collective Bargaining Agreement

**WHEREAS**, the Illinois Public Employee Labor Relations Act (5 ILCS 315/1 et seq.) has established regulations regarding collective bargaining with a union; and

**WHEREAS**, a Collective Bargaining Agreement for the period of December 1, 2012 through November 30, 2017 has been negotiated between the County of Cook and the Illinois Fraternal Order of Police Labor Council (FOP) representing Stroger Hospital Police Officers; and

**WHEREAS**, salary adjustments and general wage increases previously approved are reflected in the Salary Schedules included in the Collective Bargaining Agreement negotiated between the County of Cook and the Illinois Fraternal Order of Police Labor Council (FOP); and

**NOW, THEREFORE, BE IT RESOLVED**, that the Cook County Health & Hospitals System Board of Directors do hereby approve the Illinois Fraternal Order of Police Labor Council Collective Bargaining Agreement as provided by the Cook County Health & Hospitals System's Department of Human Resources.

**August 19, 2016 CCHHS Human Resource Committee Meeting Agenda Item IV(B)**

**COMMUNICATION from Gladys Lopez, Chief of Human Resources,**

Transmitting herewith an Interest Arbitration Award for your consideration and approval.

Submitting a Proposed Resolution sponsored by:

TONI PRECKWINKLE, President, Cook County Board of Commissioners

Proposed Resolution Approving an Interest Arbitration Award

**WHEREAS**, the Illinois Public Employee Labor Relations Act (5 ILCS 315/1 et seq.); and has established regulations regarding collective bargaining with a union; and

**WHEREAS**, pursuant to Section 14 of the Illinois Public Labor Relations Act (5 ILCS 315/14); and

**WHEREAS**, a Collective Bargaining Agreement for the period December 1, 2012 to November 30, 2017 has been negotiated between the County of Cook and the Illinois Fraternal Order of Police Labor Council (FOP) representing the Oak Forest Health Facility Police/Firefighter II; and

**WHEREAS**, one (1) unresolved issue concerning pay for firefighter duties at the Oak Forest Health Facility was submitted to interest arbitration; and an interest arbitration before a neutral arbitrator was held between the County of Cook and the Illinois Fraternal Order of Police Labor Council. The arbitrator accepted the County's position on the unresolved issue respective to pay for firefighter II certification, and awarded a one-time, non-renewable payment of seven hundred fifty dollars (\$750) for employees who provide evidence of firefighter II certification;

**NOW, THEREFORE, BE IT RESOLVED**, that the Cook County Health & Hospitals System Board of Directors do hereby approve the Interest Arbitration Award as provided by the Cook County Health & Hospitals System's Department of Human Resources.